

Department of Recreation Performance Review

Gabe Albornoz, Director
7 October, 2011

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Overview of Historical Departmental Budget**
- **Performance Update**
- **Linking Performance Measures to Budgetary Programs**
- **Wrap-up and Follow-up Items**



Meeting Purpose

- **Discuss linkages between headline measures and budget programs**
- **Determine the impact of Department of Recreation programs and activities on headline measures and establish new performance expectations and goals**
- **Review ongoing departmental data collection efforts and discuss future projects that will further incorporate data into the decision making process**



Department of Recreation

Historical Operating Budget Overview

| | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Recreation Operating Budget | \$21,723,930 | \$24,965,750 | \$28,443,890 | \$31,054,970 | \$32,457,220 | \$30,528,520 | \$25,960,680 | \$24,894,000 |
| Recreation Budget as % of Total MCG | 1.8% | 1.9% | 1.9% | 2.0% | 2.0% | 1.9% | 1.7% | 1.6% |

| | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|
| Recreation Workyears | 405.4 | 415.7 | 441.7 | 450.2 | 449.7 | 421.7 | 362.2 | 352.5 |
| Recreation Workyears as % of Total MCG | 4.6% | 4.6% | 4.6% | 4.5% | 4.5% | 4.3% | 4.0% | 3.9% |

During this time, the revenue mark for the Department increased from \$8.97M in FY05 to \$11.6M in FY12



Workyears include seasonal staff, new facility openings and expansion of programs (i.e. Sports Academies at more locations, expansion of Rec Extra Programs, Senior Programs)

Department of Recreation: Current Budget Program Division

| | |
|--|---|
| Aquatics FY12 Approved: \$5.1M 133.3 WYs | Management Services FY12 Approved: \$1.3M 9.5 WYs |
| Countywide Programs FY12 Approved: \$2.4M 38.6 WYs | Planned Lifecycle Asset Replacement FY12 Approved: \$796K 0.9 WYs |
| Recreation Outreach Services FY12 Approved: \$385K 9.9 WYs | Fixed Costs FY12 Approved: \$4.1M 0.0 WYs |
| Recreation Areas and Community Centers FY12 Approved: \$7.9M 122.9 WYs | Administrative / Policy Management FY12 Approved: \$1.5M 9.1 WYs |
| Senior Adult Programs FY12 Approved: \$1.3M 28.3 WYs | |

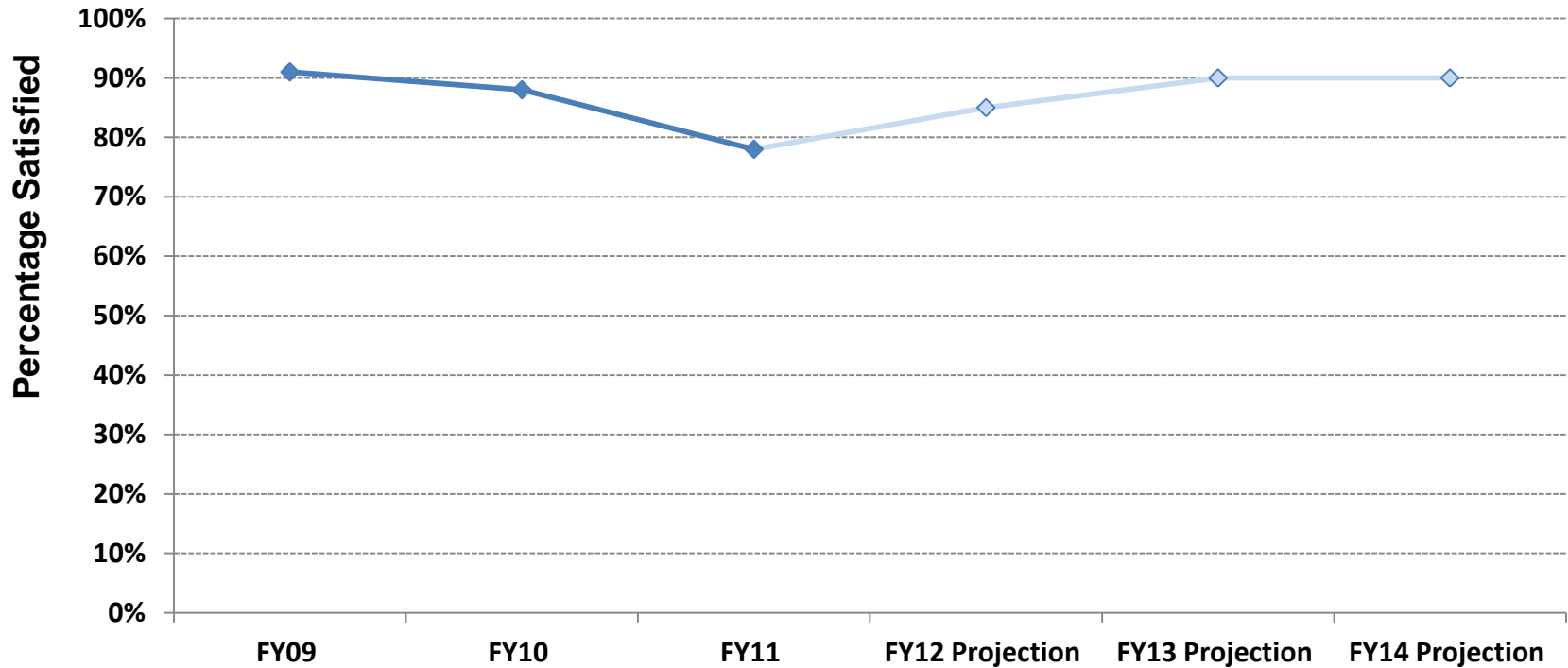


Department of Recreation: Current Headline Measures

- 1. Percent of Customers Who Report That They are Satisfied Based on the Recreation Customer Survey Results**
- 2. Percent of Participants Who Reported Improved Well-being Based on Customer Survey Results**
- 3. Percent of Youth Registered in Positive Youth Development Programs Who Report Program Participation Benefits**
- 4. Percentage of County Residents Registered Through the Department of Recreation by Age Group**
- 5. Total Number of Repeat Registrants in Department of Recreation Programs**
- 6. Total Number of People with Disabilities Registered in Therapeutic Recreation Programs**



Headline Measure 1: Percent of Customers Who Report That They are Satisfied Based on the Recreation Customer Survey Results



| FY09 | FY10 | FY11 | FY12 Projection | FY13 Projection | FY14 Projection |
|------|------|------|-----------------|-----------------|-----------------|
| 91% | 88% | 78% | 85% | 90% | 90% |



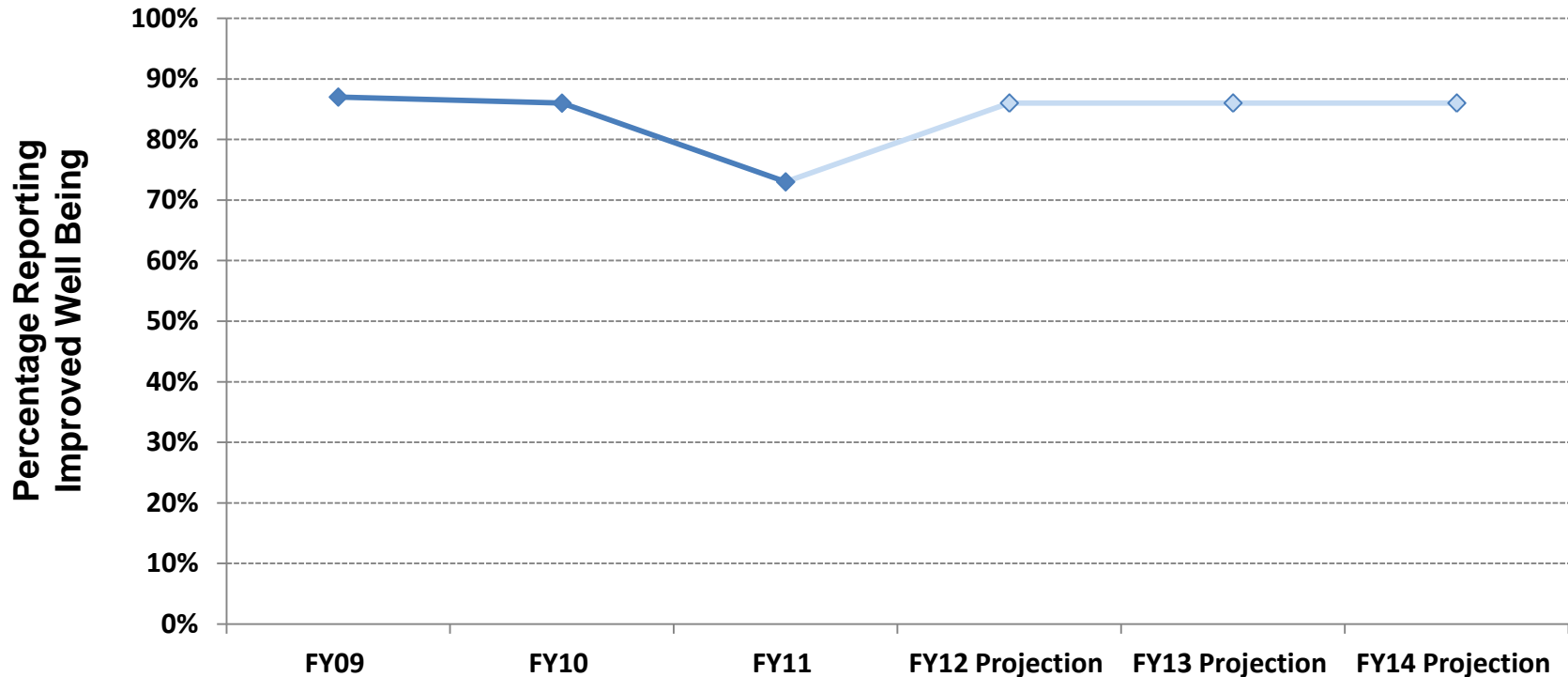
Headline Measure 1: Percent of Customers Who Report That They are Satisfied Based on the Recreation Customer Survey Results

- **Departmental Explanation for FY11 Performance:**
 - Significant decrease in the number of respondents FY10 vs. FY11
 - Decrease in the facility maintenance (both inside and outside)
 - Fewer department staff to provide service
 - Fewer days of operations in our facilities
 - There is more demand and less supply for facility space

- **Departmental Explanation for FY12-FY14 Projections:**
 - Hopefully this will be our last department reorganization for a while
 - We have an aggressive campaign to reach out to participants to gain customer feedback



Headline Measure 2: Percent of Participants Who Reported Improved Well-being Based on Customer Survey Results



| FY09 | FY10 | FY11 | FY12 Projection | FY13 Projection | FY14 Projection |
|------|------|------|-----------------|-----------------|-----------------|
| 87% | 86% | 73% | 86% | 86% | 86% |



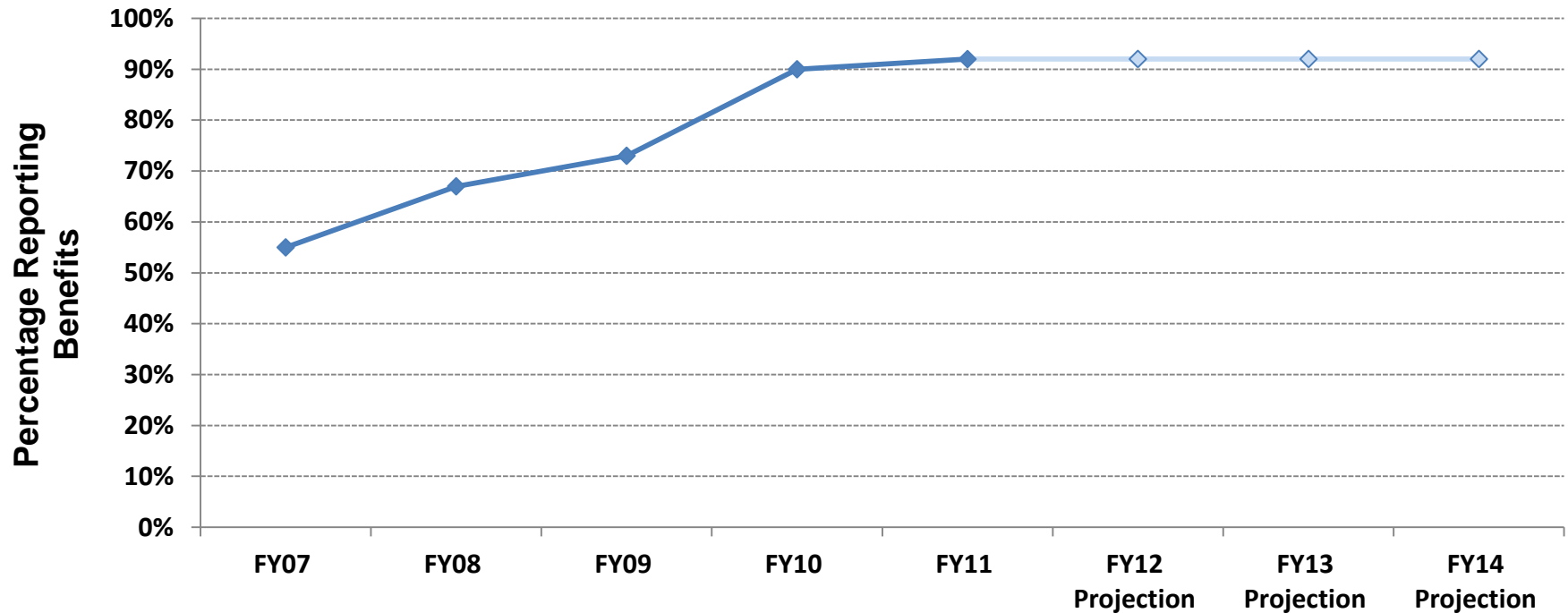
Headline Measure 2: Percent of Participants Who Reported Improved Well-being Based on Customer Survey Results

- **Departmental Explanation for FY11 Performance:**
 - Decrease in cleanliness and condition of fitness rooms and equipment
 - Facility cleanliness and maintenance not as good as it was 2 years ago
 - Fewer of day of operations in our facilities

- **Departmental Explanation for FY12-FY14 Projections:**
 - Aggressive campaign to reach out to customer for feedback
 - Utilizing department PLAR money to fill in gaps regarding facility cleanliness and maintenance



Headline Measure #3: Percent of Youth Registered in Positive Youth Development Programs Who Report Program Participation Benefits



| FY07 | FY08 | FY09 | FY10 | FY11 | FY12 Projection | FY13 Projection | FY14 Projection |
|------|------|------|------|------|-----------------|-----------------|-----------------|
| 55% | 67% | 73% | 90% | 92% | 92% | 92% | 92% |



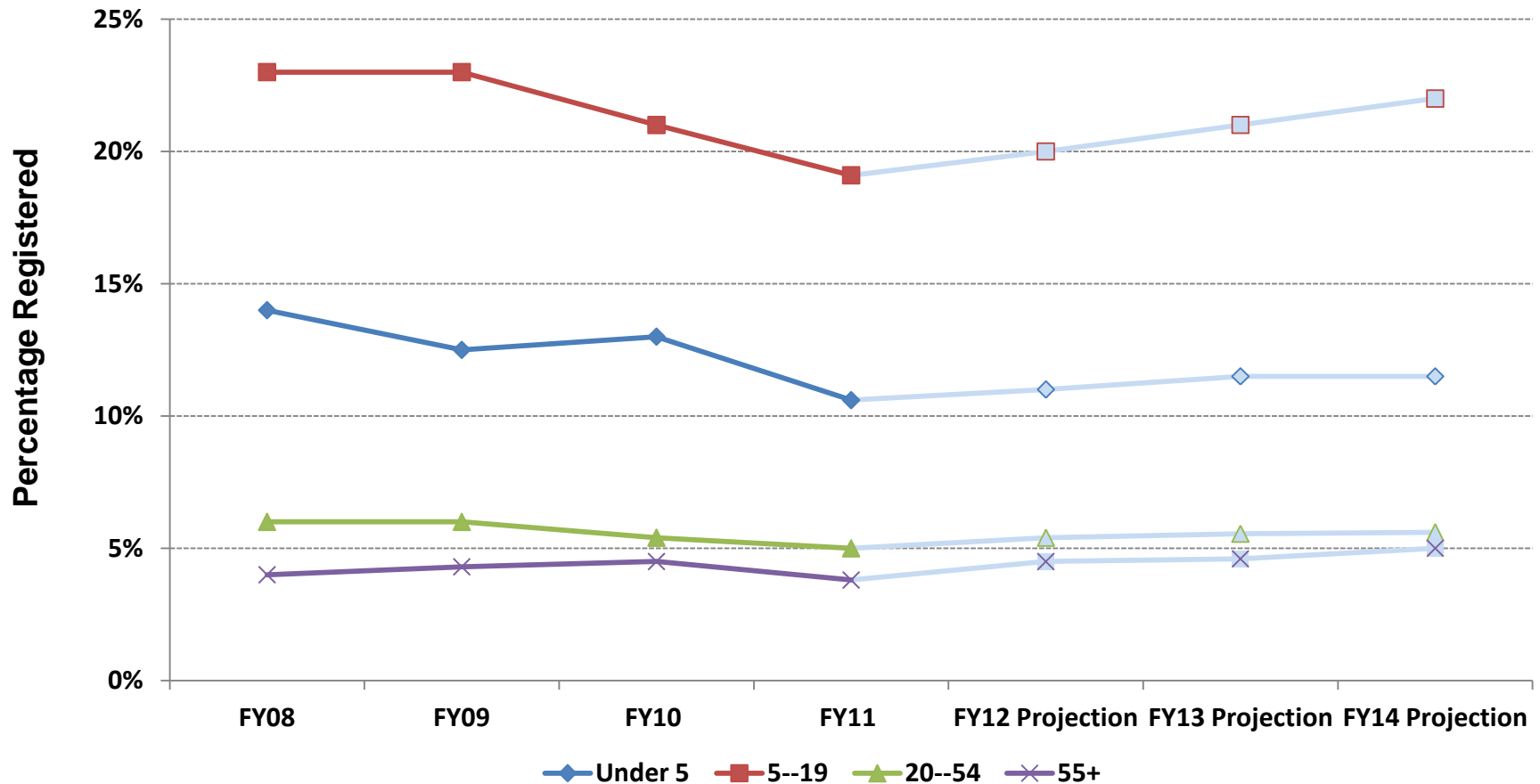
Headline Measure #3: Percent of Youth Registered in Positive Youth Development Programs Who Report Program Participation Benefits

- **Departmental Explanation for FY11 Performance:**
 - We have concentrated our efforts on after school programs within the PYDI programs
 - Better survey process – one on one contact with the kids
 - Partners and grant funding have helped to enhance the programs in the PYDI areas

- **Departmental Explanation for FY12-FY14 Projections:**
 - Continue strong relationship with MCPS
 - Continue survey process
 - Continue partnerships and grants



Headline Measure #4: Percentage of County Residents Registered Through the Department of Recreation by Age Group



Headline Measure #4: Percentage of County Residents Registered Through the Department of Recreation by Age Group

| | FY08 | FY09 | FY10 | FY11 | FY12 Projection | FY13 Projection | FY14 Projection |
|---------|------|-------|------|-------|--------------------|--------------------|--------------------|
| Under 5 | 14% | 12.5% | 13% | 10.6% | 11% | 11.5% | 11.5% |
| 5-19 | 23% | 23% | 21% | 19.1% | 20% | 21% | 22% |
| 20-54 | 6% | 6% | 5.4% | 5% | 5.4% | 5.55 | 5.6% |
| 55+ | 4% | 4.3% | 4.5% | 3.8% | 4.5% | 4.6% | 5% |



Headline Measure #4: Percentage of County Residents Registered Through the Department of Recreation by Age Group

- **Departmental Explanation for FY11 Performance:**
 - We are offering fewer programs
 - Fewer days of service in facilities
 - No longer mailing out the Guide
 - Increase in fees for some programs
 - Poor economic conditions
 - Only “fee” classes are in our CLASS system data base

- **Departmental Explanation for FY12-FY14 Projections:**
 - Full utilization of marketing and communications team
 - Full inventory of programs in the CLASS system
 - Addition of 2 community centers in FY 12 and FY13



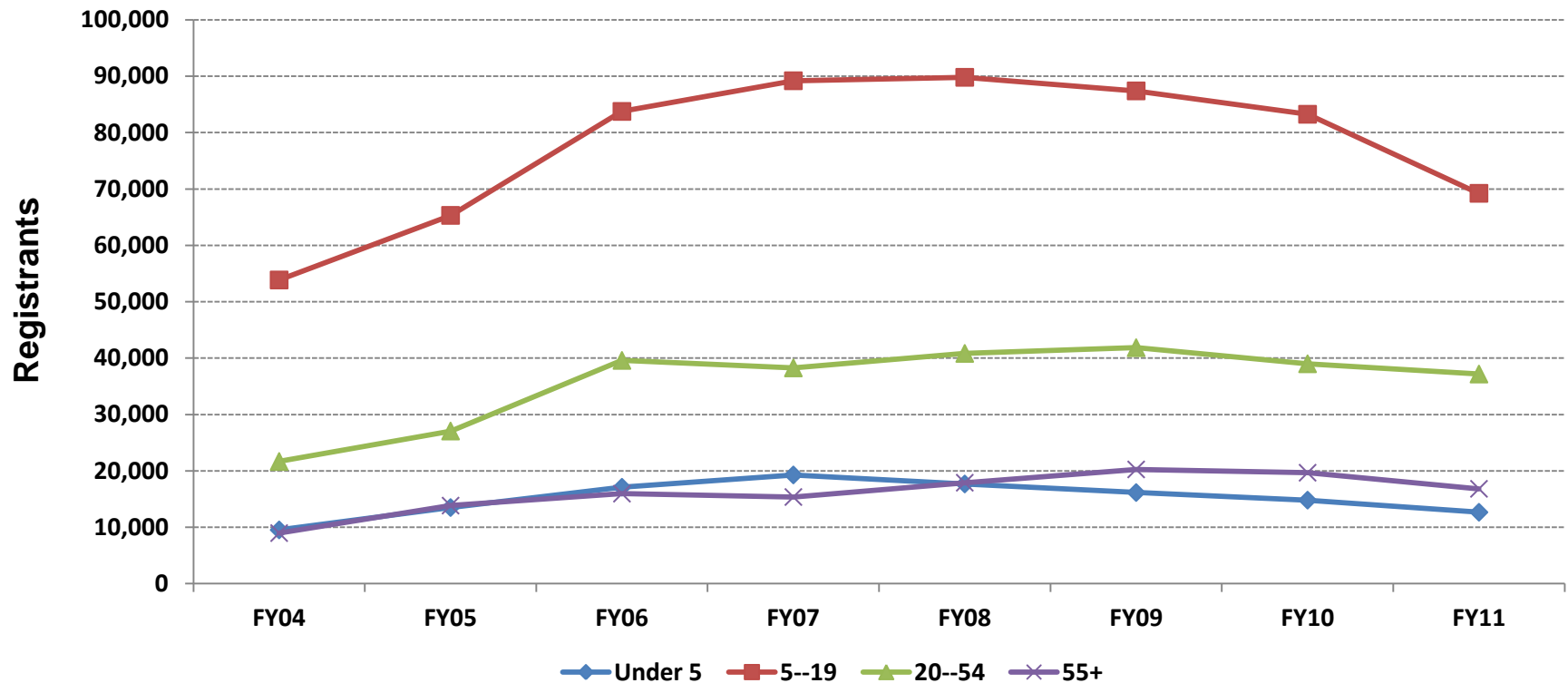
Supporting Measure: Total Number of Customer Registrations by Age Group

| | | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 |
|-----------|---------|--------|---------|---------|---------|---------|---------|---------|---------|
| Age Group | Under 5 | 9,528 | 13,496 | 17,094 | 19,277 | 17,678 | 16,154 | 14,806 | 12,656 |
| | 5-19 | 53,859 | 65,317 | 83,758 | 89,199 | 89,806 | 87,403 | 83,251 | 69,230 |
| | 20-54 | 21,668 | 27,067 | 39,598 | 38,267 | 40,836 | 41,853 | 38,998 | 37,177 |
| | 55+ | 8,968 | 13,843 | 15,958 | 15,365 | 17,896 | 20,255 | 19,669 | 16,819 |
| | Total | 94,038 | 120,106 | 156,416 | 162,109 | 166,216 | 165,665 | 156,724 | 135,882 |

Overall registrations decreased 13% since FY10, demonstrating a 18% decline since the peak in FY08.



Supporting Measure: Total Number of Customer Registrations by Age Group



Registrations in the age group 5-19 decreased the greatest since FY10, demonstrating a 17% decline.



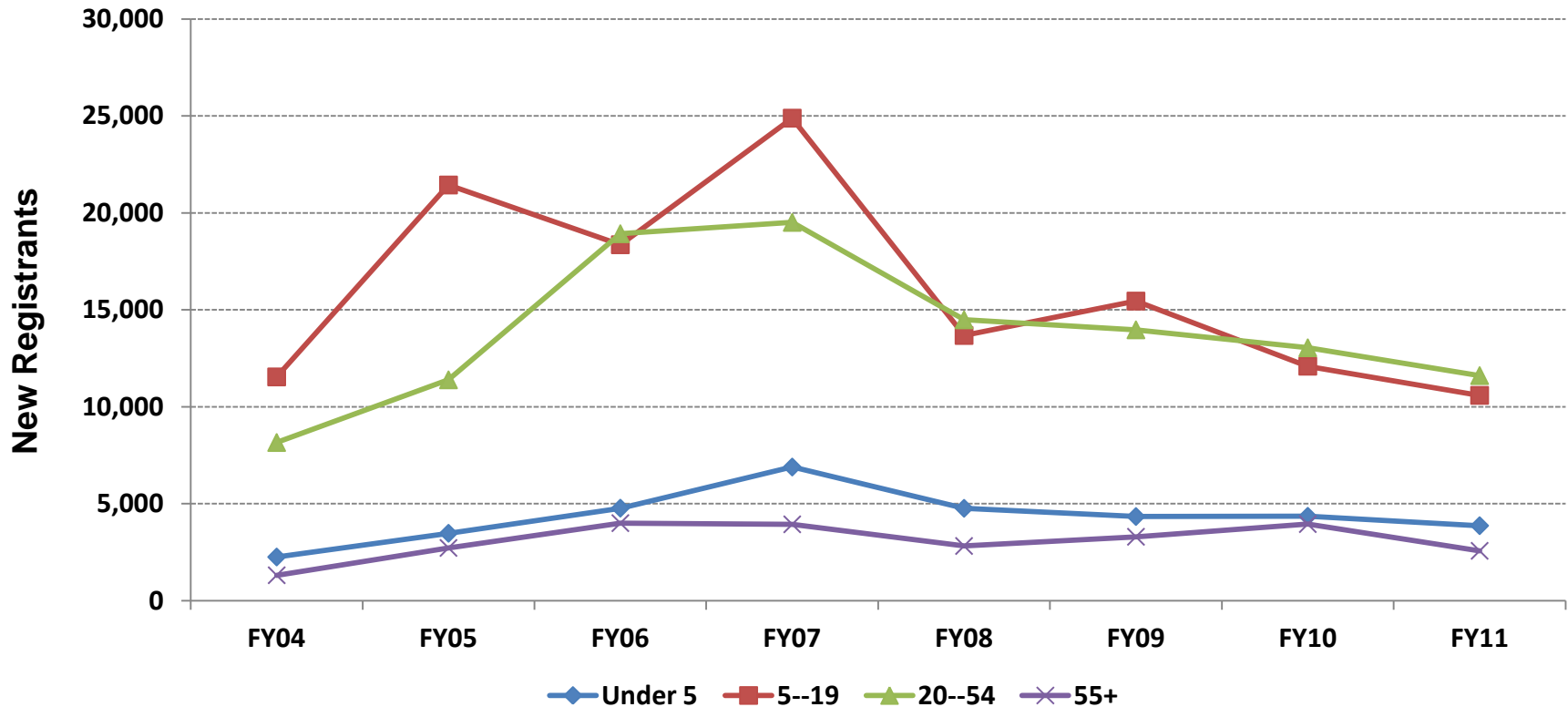
Supporting Measure: Total Number of New Customer Registrations by Age Group

| | | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 |
|-----------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| Age Group | Under 5 | 2,252 | 3,475 | 4,770 | 6,892 | 4,763 | 4,340 | 4,352 | 3,867 |
| | 5-19 | 11,540 | 21,438 | 18,357 | 24,886 | 13,678 | 15,451 | 12,092 | 10,588 |
| | 20-54 | 8,156 | 11,390 | 18,926 | 19,510 | 14,485 | 13,968 | 13,042 | 11,608 |
| | 55+ | 1,311 | 2,719 | 3,997 | 3,937 | 2,819 | 3,295 | 3,948 | 2,570 |
| | Total | 23,265 | 39,355 | 46,055 | 55,226 | 35,745 | 37,054 | 33,434 | 28,633 |

Overall registrations decreased 14% since FY10, demonstrating a 48% decline since the peak in FY07.



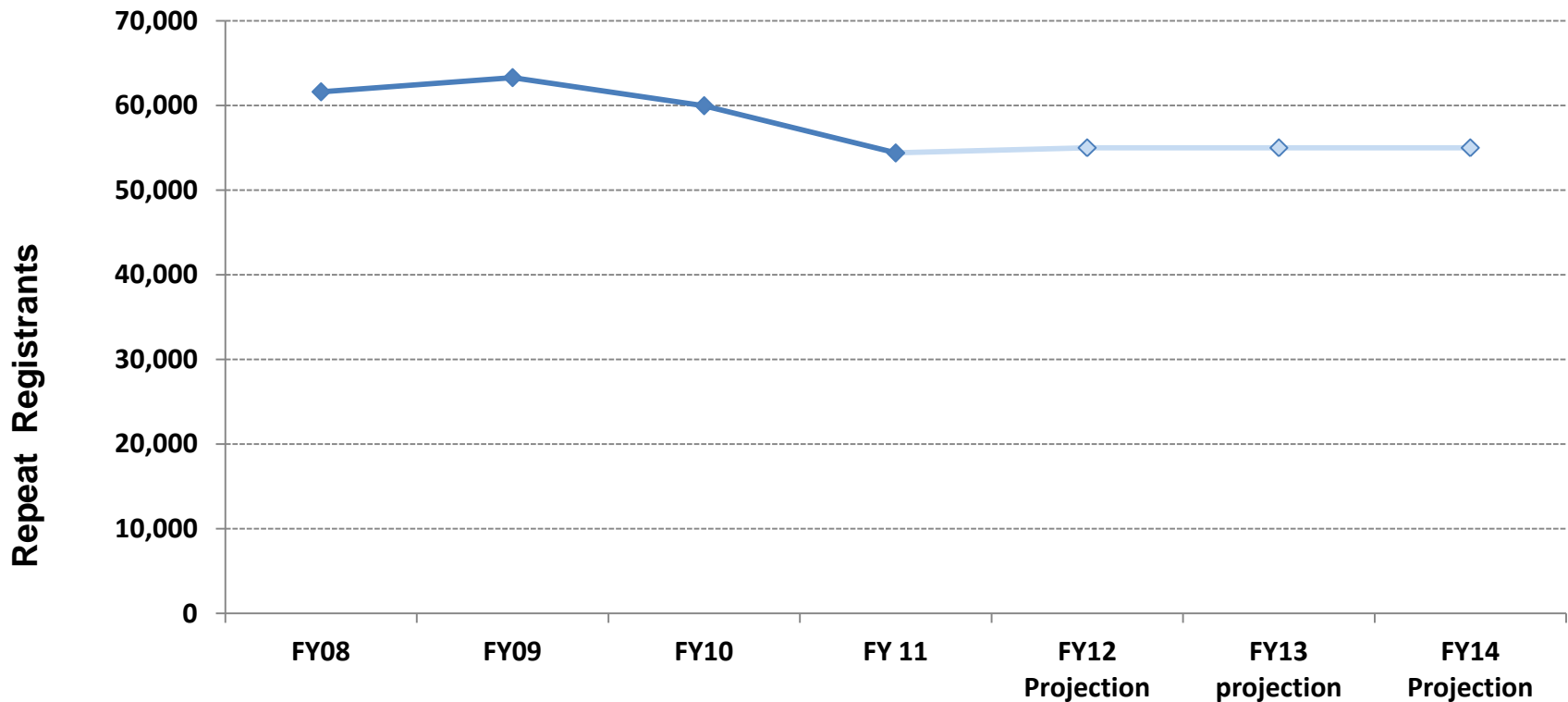
Supporting Measure: Total Number of New Customer Registrations by Age Group



New registrations in the age group 55+ decreased the greatest since FY10, demonstrating a 35% decline.



Headline Measure #5: Total Number of Repeat Registrants in Department of Recreation Programs



| FY08 | FY09 | FY10 | FY 11 | FY12 Projection | FY13 projection | FY14 Projection |
|--------|--------|--------|--------|-----------------|-----------------|-----------------|
| 61,616 | 63,294 | 59,976 | 54,395 | 55,000 | 55,000 | 55,000 |



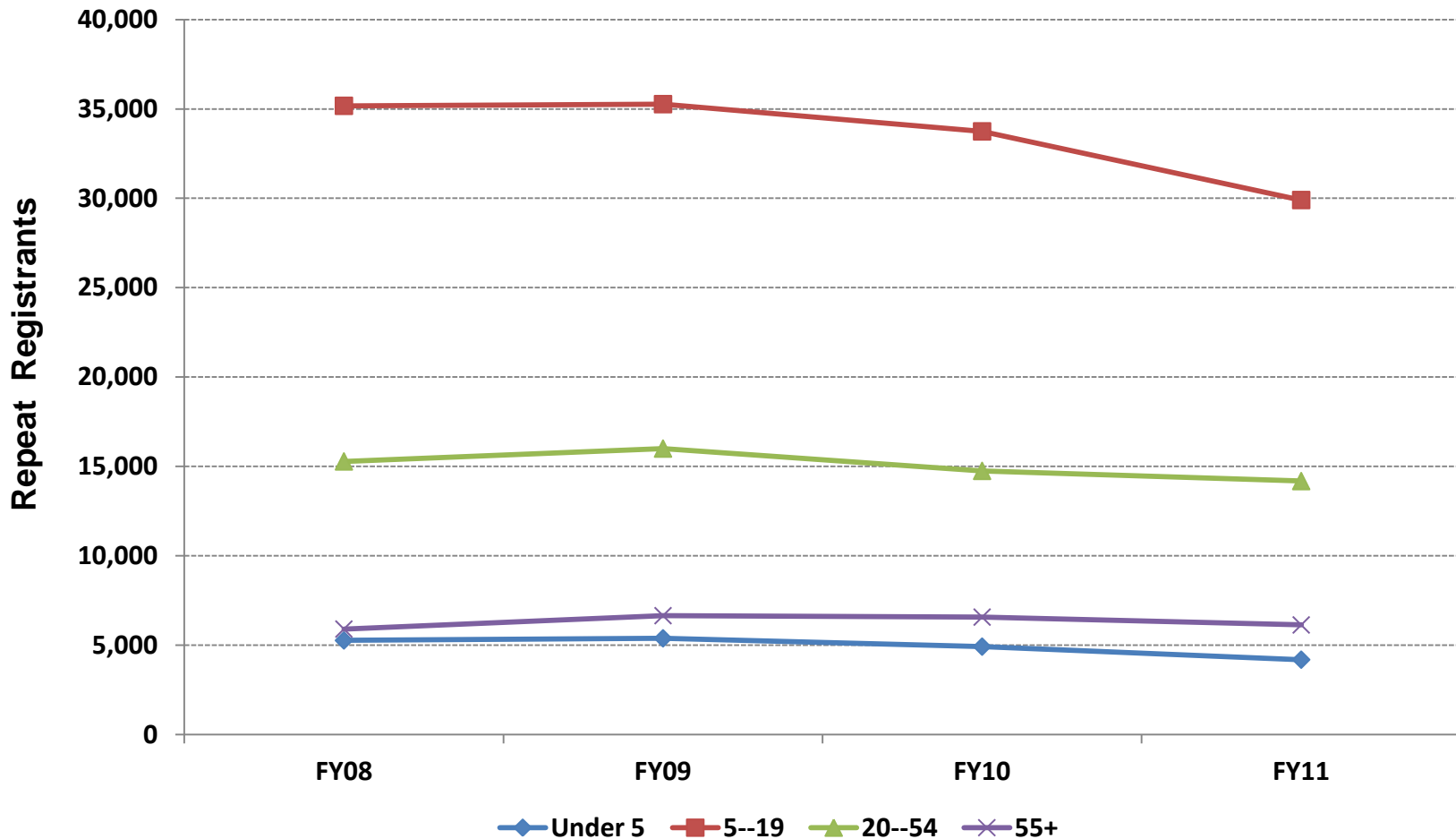
Headline Measure #5: Total Number of Repeat Registrants in Department of Recreation Programs

- **Departmental Explanation for FY11 Performance:**
 - We are offering fewer programs
 - Fewer days of service in facilities
 - No longer mailing out the Guide
 - Increase in fees for some programs
 - Poor economic conditions
 - Only “fee” classes are in our CLASS system data base

- **Departmental Explanation for FY12-FY14 Projections:**
 - Full utilization of marketing and communications team
 - Full inventory of programs in the CLASS system
 - Addition of 2 community centers in FY 12 and FY13



Supporting Measure: Total Number of Repeat Registrants in Department of Recreation Programs (By Age Group)



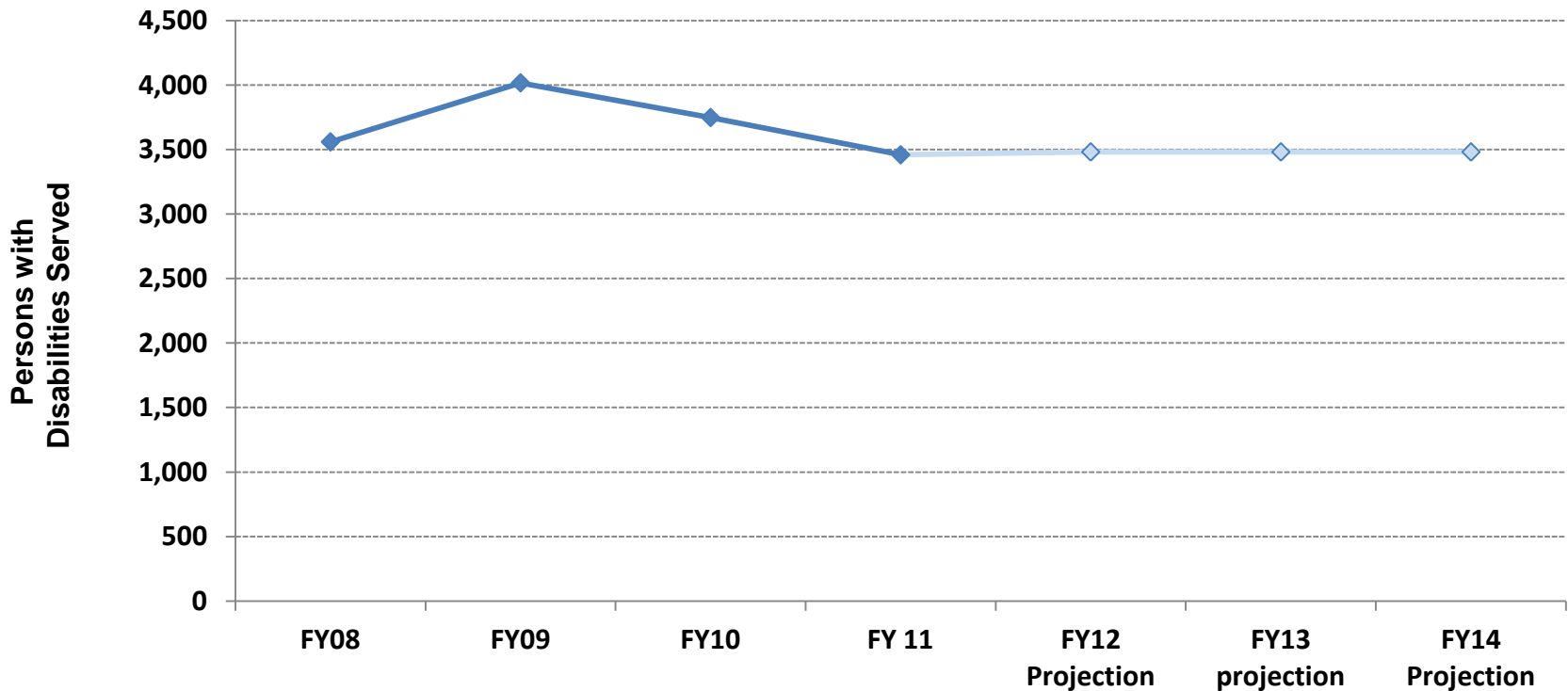
Supporting Measure: Total Number of Repeat Registrants in Department of Recreation Programs (By Age Group)

| | | FY08 | FY09 | FY10 | FY11 |
|-----------|---------|--------|--------|--------|--------|
| Age Group | Under 5 | 5,263 | 5,380 | 4,915 | 4,185 |
| | 5-19 | 35,175 | 35,269 | 33,744 | 29,903 |
| | 20-54 | 15,278 | 15,997 | 14,749 | 14,177 |
| | 55+ | 5,900 | 6,648 | 6,568 | 6,130 |
| | Total | 61,616 | 63,294 | 59,976 | 54,395 |

Overall repeat registrants are down from FY10 by 9.3%, the largest change by age group is the Under 5 category, which experienced a 14% decline since FY10



Headline Measure #6: Total Number of People with Disabilities Registered in Therapeutic Recreation Programs



| FY08 | FY09 | FY10 | FY 11 | FY12 Projection | FY13 projection | FY14 Projection |
|-------|-------|-------|-------|-----------------|-----------------|-----------------|
| 3,559 | 4,017 | 3,748 | 3,459 | 3,480 | 3,480 | 3,480 |



Headline Measure #6: Total Number of People with Disabilities Registered in Therapeutic Recreation Programs

- **Departmental Explanation for FY11 Performance:**
 - Economic choices
 - Participants age out of our programs
- **Departmental Explanation for FY12-FY14 Projections:**



Ongoing and Future Performance and Strategic Planning

- Succession Planning
- Staff development and training
- Be Active Montgomery
- Partnership policy
- Sponsorship policy
- Addition of White Oak and Mid-County Community Centers
- Self Sustaining Revenue Fund



Linking Performance Measures to Budgetary Programs

- CountyStat and the Office of Management and Budget are coordinating efforts with departments to outline the linkages between existing budgetary program and headline performance measures
- This exercise is the first in a series that will create a closer linkage between budgeting and performance management

Budget Book Programs

| PROGRAM DESCRIPTIONS | | |
|---|-----------------|------------|
| Aquatics | | |
| The Aquatics program provides recreational, fitness, instructional, competitive, therapeutic, and rehabilitation water activities that serve all residents. The Department operates seven regional outdoor pools, as well as five indoor aquatic facilities, and a neighborhood open pool. The outdoor pools serve the public 17 hours each day, 7 days a week, approximately 340 days a year. The indoor pools and the open pool operate from November 1st through Labor Day weekend. | | |
| FY12 Approved Changes | Revenues | WYs |
| FY12 Approved | \$,000,000 | 133.3 |
| Revenues: Community Center closed until 11/1/12 for renovation (from September) | 100,000 | -0.7 |
| Revenues: adjustments, including reduction of employee benefits, employee benefit changes, changes due to staff increases, organizational, and other budget changes affecting revenues and salaries | 110,750 | 2.8 |
| FY12 Approved | \$,000,000 | 133.3 |
| Countywide Programs | | |
| Countywide programs provide a variety of activities for youth and adults. The programs include Youth and Adult Sports, Camps, Classes, Therapeutic Recreation, Teen Youth Services, Trips and Tours, and support to Special Events. | | |
| The Sports program educates and delivers extensive programs in adult sports and select youth leagues throughout the County. The adults, competitive leagues and tournaments are offered seasonally in soccer, flag football, volleyball, basketball, and softball. | | |
| The department provides over 30 camps in Montgomery County for children ages 4-13 that are fun, safe, convenient, and affordable. Little People Camps offer an exciting first taste of summer camps, six camps provide opportunities to develop children's creativity; sports camps empower children with sports and sports skills activities. There are also one-of-a-kind camps, including Employment in Science and On-the-Go. Creative Theater gives campers a taste of producing a real musical. Extended hours provide parents with | | |
| © 2014 Libraries, Culture, and Recreation FY12 Operating Budget and Public Services Program FY12-17 | | |

Linkage of Budget Programs to Performance

Customer Satisfaction

Aquatics
FY12 Approved: \$5.1M 133.3 WYs

Headline Performance Measures

| Item | Measure Text | Target | Actual FY11 | Target FY12 | Actual FY11 | Performance |
|------|---|--------|-------------|-------------|-------------|-------------|
| 101 | Total number of repeat registrations in recreation programming | 26,000 | 18,873 | 47,250 | FY11 | ↓ |
| 102 | Percent of participants who reported to be satisfied or very satisfied with the Recreation customer survey results (median satisfaction rating of individual survey participants) | 26,000 | 81.0% | 87% | FY11 | ↔ |
| 103 | People with disabilities served by Therapeutic Recreation Team | 26,000 | 1,740 | 1,000 | FY11 | ↑ |
| 104 | State Percent of County residents registered through the Department of Recreation by age group | 26,000 | 8.3% | 9.7% | FY11 | ↔ |
| 105 | Percent of youth registered in Positive Youth Development Programs who report program participation benefits | 26,000 | 90% | 75% | FY11 | ↑ |
| 106 | Percent of County residents registered through the Department of Recreation - under 5 years old | 26,000 | 1% | 12.5% | FY11 | ↔ |
| 107 | Percent of County residents registered through the Department of Recreation - 5-14 years old | 26,000 | 21% | 23% | FY11 | ↓ |
| 108 | Percent of County residents registered through the Department of Recreation - 15-24 years old | 26,000 | 1.4% | 1.2% | FY11 | ↔ |
| 109 | Percent of County residents registered through the Department of Recreation - age 25 to 34 | 26,000 | 4.3% | 4.7% | FY11 | ↔ |
| 110 | Percent of customers who report that they are satisfied based on the Recreation customer survey results (median percent that most is overall satisfaction) | 26,000 | 80.0% | 91.0% | FY11 | ↓ |

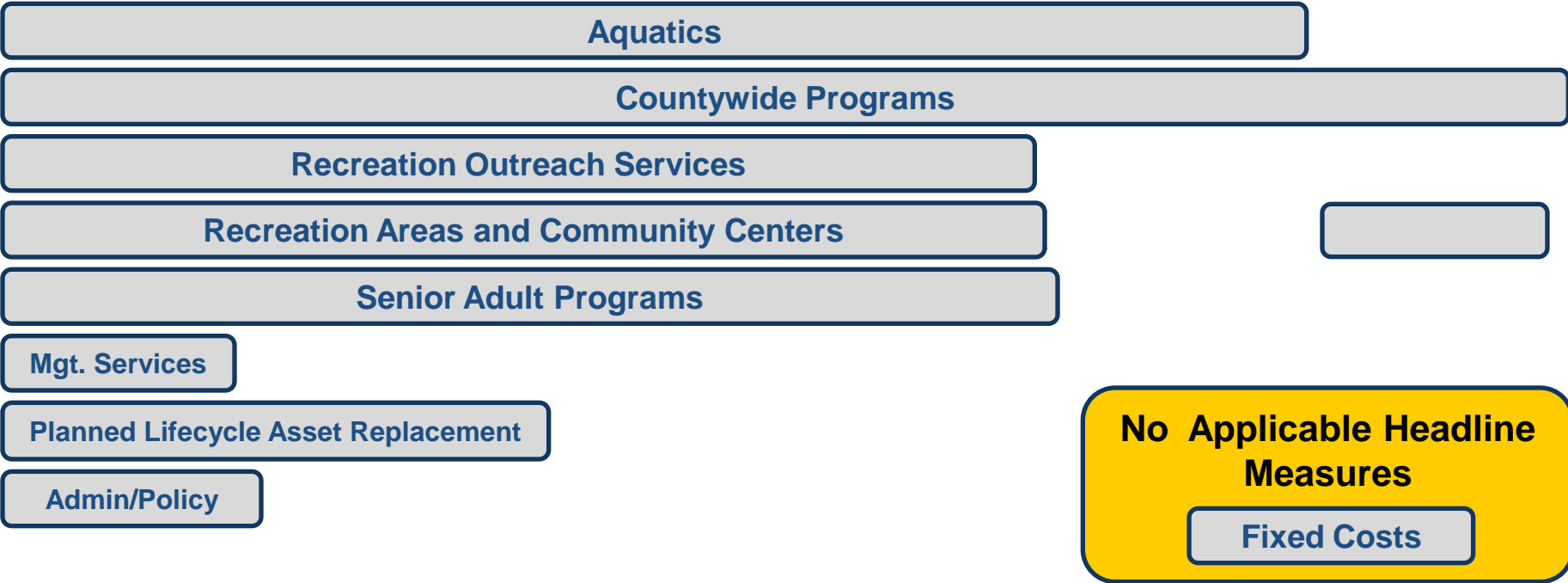


Current Department of Recreation View of Linkage Between Headline Measures and Budget Programs

Headline Measures



Budget Programs



Initial Progress on Group Efforts to Create a Linkage Between Headline Measures and Budget

▪ Department Reflections:

- Create a measure to more directly tie PLAR to facilities
- Need to devise strategy for capturing the cleaning and maintenance of facilities

▪ OMB Reflections

- OMB concurs with examining a measure that more directly ties PLAR to facilities and the impact on usage/rentals.
- OMB concurs with the Department on the need to capture the impact of keeping our facilities presentable and attractive, which could link to sustained revenues and to remaining competitive in the market place.

▪ CountyStat Reflections

- Recreation budgetary programs are not reflective of operational programming
- Need to decide if fixed costs and PLAR funding should be disaggregated amongst operational programs or measured with the creation of a new performance measure
- Determine threshold for creation of separate budgetary programs (i.e. separation of senior and aquatic programs but not teen or positive youth)



Wrap-Up

- **Follow-Up Items**
- **Performance Plan Updating**

